Appendix B: Competencies For 1740's

The competencies for employees in all 1740 specialities are listed in the first column. The competencies are grouped by category (such as, Educational Management; Resource Management; Military Organization, Structure & Policies). A "K" preceding the number for the competency indicates that the competency is a knowledge, and an "A" preceding the number indicates that the competency is an ability.

An "X" in one of the columns indicates that the competency is a core (essential) competency[1] to that job category. However, other competencies <u>may</u> be required. The job categories are:

The following job categories are included in the 1740 series of the Education Services Career Program:

■ *DOE*   ***Director of Education/Chief, Education Division:*** HQDA or MACOM senior civilian who manages DA- or MACOM-wide ACES program to include planning, programming, resource management, policy development, interpretation and implementation.

■ *EPA(HQDA/M)*   ***Education Program Administrator (Army/MACOM):*** Administers ACES program to include developing, evaluating, and revising the Army's long-range plans for adult continuing education. Develops policy, determines needs, and reviews and analyzes Army/MACOM and installation implementation on specific Army-wide educational programs and services.

■ *ESO*   ***Education Services Officer:*** Plans and develops an installation ACES program. Administers all the educational services, advising the installation commander on the status and needs of the education programs by promoting the acceptance and participation in the program by personnel at the installation. Note: These positions are always supervisory.

■ *EPA(I)*   ***Education Program Administrator (Installation):*** Responsible for one of the following – Administers a major program area (such as, Functional Academic Skills Training (FAST) or Postsecondary programs) or major service (such as counseling or testing) in an installation-level ACES program. Oversees curriculum and coordinates the administration of education courses. Plans, directs and coordinates activities of designated ACES projects to ensure the goals and objectives are accomplished.

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[1] *For information on the core **selection** knowledges and abilities in the Army Civilian Career Evaluation System (ACCES), refer to Army Regulation and Pamphlet 690-950, <u>Career Management</u>.*

Or

Administers an Army Learning Center. Plans, directs, coordinates and reports on the full scope of activities required to accomplish the ACES program for assigned centers.

■ **C**   **Counselor:** Counsels soldiers, family members, and DA civilians on type of education and training which will help them achieve their career objectives, educational opportunities, and assistance available to help the military personnel fund their continuing education.

■ **RPA**   **Recruiting Program Administrator:** Principal advisor to the battalion, brigade or MACOM commander on education matters which have an impact on the recruiting mission. Implements U. S. Army Recruiting Command programs and policies. Develops coalition between the Recruiting Command and the civilian education community.

■ **TPA**   **Test Program Administrator:** Serves as the Military Entrance Processing Command (MEPCOM) testing expert. Administers the Student Armed Services Vocational Aptitude Battery (ASVAB), with responsibility for coordinating and monitoring the ASVAB program through the Military Entrance Processing Station's (MEPS) geographical area of responsibility, and for initiating and/or assisting in conducting research studies and liaison to expand the ASVAB program.

■ **ESO(AR)**   **Education Services Officer (Army Reserve):** Plans and develops ACES programs designed to provide career-related and self-development education at the Reserve Regional Support Command (RSC) level. Administers education services, incentives and Montgomery GI Bill. Implements programs for retention, training and academic advancement of TPU members, AGRs and DA civilians throughout the geographic area of the command. Advises the RSC commander on the status and needs of programs, and builds command support and participation in the education program throughout the diverse units that comprise the RSC.

■ **SUP/MGR**   **Supervisor/Manager:** Serves in a position classified as supervisory or managerial.

Competencies	DOE	EPA (HQDA/M)	ESO	EPA(I)	C	RPA	TPA	ESO(AR)	SUP/ MGR

Competencies	DOE	EPA (HQDA/M)	ESO	EPA(I)	C	RPA	TPA	ESO(AR)	SUP/ MGR
Educational Management									
K1. **Accrediting Process -** Accrediting process (such as, accrediting associations, policies, and transferability of credits).	X	X	X			X			
K2. **ACES Facilities -** ACES facility design and construction (such as, MCA cycle, design approval, and renovation techniques).	X	X	X					X	
K3. **ACES Support Services Management -** Includes establishment, maintenance, and evaluation of support services (such as, testing, ALC, counseling, MOS library).			X	X	X			X	
K4. **Acquisition -** Acquiring education services through applicable acquisition regulations and procedures (such as, FAR, AFARS, COR/COTR responsibilities, preparation of PWS).	X	X	X	X					
K5. **Contract Administration -** Ensure contract compliance (such as, monitor performance, participate in-process review, inspect deliverables for quality assurance, and authorize payment for deliverables).	X	X	X						
K6. **Army Education Center Operations** - Operating procedures for delivering education programs and services in accordance with AR 621-5. Includes coordination of logistical support with academic institutions; determining equipment needs; controlling inventory; scheduling activities; managing education center funds; and meeting report requirements.			X	X				X	
K7. **Test Administration -** This is specified in DANTES 1322.8-H and includes TCO certification, test security, inventory and reporting, and investigation procedures required by test compromise.	X	X	X	X			X	X	
K8. **Strategic Planning and Implementation –** Determines short and long-term goals and objectives.	X	X	X				X	X	

Competencies	DOE	EPA (HQDA/M)	ESO	EPA(I)	C	RPA	TPA	ESO(AR)	SUP/ MGR
Designs functional policies, plans, organizational structure, and systems to achieve those objectives effectively.									
K9. **Negotiating/Influencing** – Persuades others to accept recommendations or cooperate or change their behavior. Works with others toward agreement; negotiates to find mutually acceptable solutions. This includes negotiating tuition rates with institutions and other services for enclosure in the memorandum of understanding for on-post instruction.	X	X	X				X	X	

Resource Management

Competencies	DOE	EPA (HQDA/M)	ESO	EPA(I)	C	RPA	TPA	ESO(AR)	SUP/ MGR
K10. **Funds Administration** – Includes Army's finance and accounting procedures and the identification of alternative sources and types of funds.	X	X	X	X					
K11. **Manpower Management** – Manpower resource management, such as Table of Distribution and Allowances (TDA), manpower surveys, and Program Analysis Resource Review (PARR).	X	X	X						
K12. **Budgeting** – Planning, Programming, Budgeting, and Execution System (PPBES) for fiscal resources, such as COB preparation, budget projections, MDEPs, AMS codes, and reconciliation of periodic STANFINS reports with the actual status of funds, Program Analysis Resource Review (PARR), Army Budget Estimates (ABE), and Program Development Increment Package (PDIP).	X	X	X	X		X	X	X	
K13. **Quarterly Reporting** – Regulations and directives pertaining to educational activity report submissions (e.g., AR-621-5, Chapter 9, and MACOM supplements).	X	X	X	X	X		X	X	

Competencies	DOE	EPA (HQDA/M)	ESO	EPA(I)	C	RPA	TPA	ESO(AR)	SUP/ MGR
Educational Management Tools									
K14. **Automated Management Information Systems -** Basic understanding of MIS systems, including the ability to access and manipulate data in the systems, to develop program and resources metrics from that data, and to articulate changes to systems to capture necessary data.	X	X							
K15. **Education Management Information System -** Extensive knowledge of EDMIS or other similar system, including the ability to enter, access and manipulate data, to develop Engineering Change Proposals as required, and to serve as System's Functional Administrator at an Education Center.			X	X	X	X	X	X	
K16. **Statistics -** Basic statistical techniques including levels of significance, confidence intervals, mean, median, mode, standard deviation, trend line analysis, and linear and non-linear regression.		X	X	X	X		X	X	
K17. **Curriculum Development -** Perform front-end analysis, curriculum design, and curriculum evaluation.		X	X	X			X		
K18. **Educational Organizations -** Includes goals, structure and relationships for organizations such as, the American Council on Education (ACE),Council for Higher Education Accreditation (CHEA), American Association of Community Colleges (AACC), American Association of State Colleges and Universities (AASCU), American Association of Collegiate Registrars and Admissions Officers (AACRAO), National Association of State Approving Agencies (NASAA).	X	X	X	X	X	X	X	X	
K19. **Army Personnel Management System -** How ACES education programs and services relate to Army personnel management systems (e.g., NCOES, WOES, promotion, re-enlistment, and officer career progression).	X	X	X		X	X		X	

Competencies	DOE	EPA (HQDA/M)	ESO	EPA(I)	C	RPA	TPA	ESO(AR)	SUP/ MGR
K20. **Educational Technologies -** Administrative and instructional delivery systems (e.g. computer-based instruction, computer-assisted instruction, CD-ROM, satellite delivery, Internet, World Wide Web, electronic mail, and EDMIS; includes operating a personal computer (PC)).	X	X	X	X	X	X	X	X	
K21. **Multi-Media User Environment -** Ability to incorporate technologies such as multi-media computers, Internet, CD-ROMs, cable, video teleconferencing and other available electronic resources into adult multi- use learning centers. Analytical ability to determine the appropriateness of various instructional technologies and their effectiveness in the learning environment. Knowledge of the Army Distance Learning (DL) Plan, to include Force XXI, Classroom XXI, and digitized training, and the Army Training Digital Library (ATDL). Can effectively assimilate the necessary components, both human and capital, to effectively deliver diversified learning opportunities to the installation. Basic knowledge of computer and network installation, maintenance, and management.	X	X	X	X	X			X	
K22. **Distance Learning Theories, Principles, and Practices-** Knowledge of the theories, principles, and practices of adult education as they apply to the distance learning mode. Familiar with the assessment of student learning through multi distance learning modalities. Basic knowledge of the techniques for teaching traditional subjects to adults in non-traditional ways, and the sociotechnical approaches to organizational learning. Ability to develop and conduct formative evaluation of an interactive, multimedia, multi method approach to teaching adults.	X	X	X	X	X			X	

Competencies	DOE	EPA (HQDA/M)	ESO	EPA(I)	C	RPA	TPA	ESO(AR)	SUP/ MGR
K23. **Distance Learning Delivery -** Knowledge of DL modalities to include print, asynchronous transfer mode (ATM), satellite, T-NET, and other real time delivery systems. Familiarity with telecommunications capabilities such as ISDN, T-1, fiber optics, Switch 56, and related emerging technologies. Knowledge of current technology and its uses in Army Training XXI, the Army Distant Learning Plan, its various components, and the Total Army School System (TASS). Knowledge of state of the art approaches to training, especially as it relates to Battle simulation, computer appliques, and the digitized battlefield. Basic knowledge of Army Force XXI training doctrine.	X	X	X	X	X			X	
K24. **Marketing -** Marketing for participants and program support of adult education programs (e.g., marketing plans, briefings, news releases, command letters, pamphlets and brochures).	X	X	X				X	X	
K25. **Needs Assessment -** Includes techniques and procedures used in performing needs assessments, such as, data collection (surveys, troop demographics, historical enrollment trends, and input from stakeholders, and goals from DA Form 669), analysis and interpretation.			X	X			X	X	
K26. **Adult Continuing Education -** Principles and techniques of adult and continuing education including traditional (college campus courses) and nontraditional (independent study, experiential evaluation, external degrees, and distance learning programs).	X	X	X	X	X	X		X	
K27. **Research Techniques -** Techniques for program development (such as, development of sampling plans and selecting of evaluation criteria).		X					X		

Competencies	DOE	EPA (HQDA/M)	ESO	EPA(I)	C	RPA	TPA	ESO(AR)	SUP/ MGR
K28. **Program Evaluation -** Including review and analysis of programs (e.g., accountability measures such as attainment of participation goals, Internal Control Review, enrollment completion rate, and cost effectiveness measures).	X	X	X	X			X	X	
K29. **Tests and Measurements -** To be used in selecting tests (aptitude and interest), using tests, and interpreting tests for selection, classification and placement. Includes determining appropriateness of test, relevance of criterion-referenced vs. norm- referenced scores, computer adaptive testing and test efficiency.		X			X	X	X	X	
Military Organization, Structure, & Policies									
K30. **Army Organization and Structure -** Army organization and structure at DA, MACOM, and installation to include AR 10-7. Includes the interrelationship between various levels of Army.	X	X	X					X	
K31. **Military Education Policies -** DoD/DA policies and guidance pertaining to military education programs for the purpose of interpretation, assessment of impact, implementation MACOM-wide or development of MACOM guidance.	X	X	X						
K32. **Military Occupational Specialty (MOS) -** Includes MOS and other military training and how the training relates to general educational credit (e.g., ACE Guide credit, and AARTS) and how education can apply to training for readiness.		X	X		X		X	X	

Competencies	DOE	EPA (HQDA/M)	ESO	EPA(I)	C	RPA	TPA	ESO(AR)	SUP/ MGR
K33. **Regulatory Policies and Procedural Guidance -** Includes policies and guidance pertaining to education services Army-wide (DoD Directive 1322.8, and DoD Instruction 1322.25; AR 601-4, AR 350-1, AR 351-1, AR 621-5, AR 621-6, and AR 621-202; USAREC Regs 1-18, 350 series, 601-59, and 601-81, 601-101, 601-104, 601-210, 621-1, 621-2, and 621-202; and USMEPCOM 601-4 and 611-1).	X	X	X	X	X	X	X	X	
Recruiting									
K34. **Army Recruiting Incentives -** Army recruiting enlistment incentives programs (such as, Army College Fund, Montgomery GI Bill, Loan Repayment Program, and enlistment cash bonuses).					X	X		X	
K35. **DoD Enlistment Policies -** Includes education, physical, moral, mental and enlistment standards.						X			
K36. **DoD Student Testing Program -** Includes the ASVAB, and Career Interest Finder (USAREC Reg 601-59), establishing testing goals, conducting training on the ASVAB and its interpretation, and implementing promotional techniques (such as recruiter promotion items, and endorsements).						X	X		
K37. **Educational Policies for Recruiting -** Includes Federal, state and local educational policies for public and private schools that impact on recruiting activities. This includes policies on release of directory information, Family Educational Rights and Privacy Act (FERPA), and school and testing access.						X	X		
K38. **Recruiting Market Analysis -** Includes population breakdown, ASVAB administration, goals and contracts by school, E2 promotion by school, student contact milestones, recruiter access and directory information.						X	X		

Competencies	DOE	EPA (HQDA/M)	ESO	EPA(I)	C	RPA	TPA	ESO(AR)	SUP/ MGR
K39. **Coalition Building -** Use of promotional and training techniques to increase recruiter access to schools (e.g. Planning for Life, educator tours , development of partnerships and Centers of Influence, convention exhibits, and seminars).						X	X		
K40. **Recruiting Activities -** Including lead generation, prospect interview, referral of applicant for physical and mental qualification examination, and recruiting sales techniques for establishing support, selling benefits and features, and closing the sale.						X	X		
K41. **Organization of the Secondary Education Community -** Structure of the State/local education community (e.g., State Department of Education, school boards, superintendents, principals, guidance counselors, faculty and coaches), as it relates to recruiting.						X	X		
K42. **Coalition Building Policies -** Includes USAREC regulatory policy on fund expenditures for Centers of Influence events, and educator tours (e.g., AR 601-4, USAREC Regs. 1-18, and 601-81).						X	X		
K43. **Education Enlistment Credentials -** Determining proper educational tier status, applying consistent education enlistment policy, and conducting site visits.						X			
K44. **Recruiting at the Postsecondary Level -** Promoting the Concurrent Admissions Program, understanding the high school graduate market and working with the college structure (e.g. admissions, financial aid, counselors and veterans administration).						X	X		
Counseling									
K45. **Counseling -** Adult education counseling techniques, practices, and procedures (such as, use of diagnostic testing, career goal clarification, and individual program design).					X		X	X	

Competencies	DOE	EPA (HQDA/M)	ESO	EPA(I)	C	RPA	TPA	ESO(AR)	SUP/ MGR
K46. **Financial Assistance Programs -** Includes tuition assistance, VEAP, GI Bill, Federal and state educational assistance programs, and scholarships.			X		X			X	
Education Programs									
K47. **Language Programs -** Includes Headstart, English-as-a-Second Language (ESL) and Language Maintenance.			X	X	X				
K48. **Secondary and Post Secondary Programs -** Programs available to all eligible participants (e.g., functional skills, high school, vocational-technical, certification of skills, all college levels to include SOCAD).	X	X	X		X				
Civilian Personnel Management									
K49. **Army Civilian Career Management -** Army civilian career management requirements and procedures. Application of AR 690-950, to include the ACCES system (such as, registration, request for referral, and career appraisal) and intern program (such as, space allocation, program of instruction, and permanent duty location)	X	X	X					X	
K50. **Employee Development –** Includes performance appraisal, performance and career counseling (performance feedback, guidance, review, goal setting, and development of performance standards in accordance with 5 U.S.C. 43, 5 CFR 430 and AR 690-400, Chapter 430); training and development (developmental opportunities and assignments, short and long-term training in accordance with Government Employee's Training Act, 5 U.S.C. 41, 5 CFR 410 and AR 690-400, Chapter 410).	X		X				X		X

Competencies	DOE	EPA (HQDA/M)	ESO	EPA(I)	C	RPA	TPA	ESO(AR)	SUP/ MGR
K51. **Merit Promotion –** Federal merit promotion/internal placement procedures including vacancy announcements, reinstatement eligibles (5 U.S.C. 33; 5 CFR 335; AR 690-300, Chapter 335; 29 CFR 1607; 5 CFR 300.104(b); 5 CFR 300.201(b); and AR 690-355-1) and the effects of special placement programs (such as priority placement, military spouse preference, and handicap program) on these procedures.	X		X				X		X
K52. **Position Management and Classification** – Includes job descriptions, position classification standards, position review, AR 690-300, Chapter 312 & AR 690-950, Chapter 511.	X		X						X
K53. **Management-Employee Relations –** Includes Federal absence and leave regulations, adverse action procedures, grievance and appeal procedures, disciplinary procedures, awards and labor/union relations.	X		X						X
K54. **EEO/AA –** Supervisory responsibilities, such as equal employment opportunities, affirmative action requirements, avoidance of disparate treatment, and prohibited personnel practices.	X		X						X
Abilities									
A1. **Directing Work -** Ability to direct work activities. Ability to assign or delegate work and to monitor the work of others.	X	X	X	X				X	X
A2. **Planning and Organizing -** Ability to plan and organize. Ability to establish objectives, requirements, priorities, and deadlines in order to determine course of action for work.	X	X	X	X	X	X	X	X	X
A3. **Human Relations -** Ability to interact with others in a one-to-one or group situation. (Often called "teamwork," "cooperation," "interpersonal skills," "ability to meet and deal," and "tact and diplomacy.")	X	X	X	X	X	X	X	X	X

Competencies	DOE	EPA (HQDA/M)	ESO	EPA(I)	C	RPA	TPA	ESO(AR)	SUP/ MGR
A4. **Analyzing -** Ability to obtain information, define problems, identify relationships, evaluate quality, assess impacts, and make conclusions/recommendations; includes the ability to determine quality of projects, programs, or performance by comparison against standards or objectives.	X	X	X	X	X	X	X	X	X
A5. **Oral Communication -** Ability to communicate orally, ability to brief, instruct, explain, advise or persuade.	X	X	X	X	X	X	X	X	X
A6. **Written Communication -** Ability to write, ability to express ideas in writing (e.g., reports, information papers, memoranda, letters, manuals).	X	X	X	X	X	X	X	X	X
A7. **Innovation -** Ability to innovate, ability to develop new or revised policies, procedures, programs, or solutions to problems.	X	X	X	X	X	X	X	X	X
A8. **Initiating Action -** Ability to initiate action, ability to independently originate action. (One who demonstrates this ability is often called a "self-starter").	X	X	X	X	X	X	X	X	X
A9. **Decision Making -** Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.	X	X	X	X	X	X	X	X	X